



DEPARTMENT OF THE AIR FORCE  
WASHINGTON, DC

Office of the Secretary

SEP 26 2003

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Headquarters Air Force (HAF) Chief Information Officer (CIO)

This memorandum announces the SECAF decision to stand up a HAF CIO office effective 1 Oct 2003 (HAF/CIO). This office will report to SAF/AA and is being formed from resources in both AF-CIO and SAF/AA to improve Information Resource Management (IRM) across the Headquarters and allow the Air Force CIO to focus on the larger AF-wide issues. As we stand up this new organization, we are looking for your inputs as to how best to focus the efforts of this new office within the established framework of CIO responsibilities.

The management of information resources in the HAF presents many opportunities for process improvement. Information management functions such as web/portal content management, document management, privacy, and Freedom of Information will benefit from having a central HAF focal point that can work with functional communities to leverage technologies and improve business processes. A stand-alone CIO function in the HAF reporting to an organization having a HAF-wide focus will facilitate integration of IRM and management headquarters support functions.

In support of Air Force CIO guidance, HAF/CIO ensures that within the HAF, information technology is acquired and information resources are managed consistent with the Clinger-Cohen Act (CCA) of 1996, Government Performance and Results Act (GPRA) of 1993 and Paperwork Reduction Act (PRA) of 1995. The attachment to this memorandum is an overview of mandated responsibilities for CIOs. HAF/CIO performs these duties in support of any HAF organization, DRU, or FOA in the NCR that is tied to HAF networks where the Air Force Pentagon Communications Agency (AFPCA) is the IT service provider.

Please identify what support is most needed by your organization, how best to leverage HAF/CIO capabilities, and where consolidation of these services may make sense to Lt Col Rich Catington, richard.catington@pentagon.af.mil, 601-3567, by 9 October 2003.

  
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Administrative Assistant

Attachment: HAF CIO Roles and Responsibilities

## HAF CIO Roles and Responsibilities

### Guidance and Oversight

**Performance and Results Based Management.** Organize and establish a management process for efficient governance and to improve HAF operations through the effective use of information technology (IT). Link IT performance measurement to the requirements and budget processes. Assist HAF organizations in establishing performance goals for improving productivity, efficiency, and effectiveness through appropriate use of IT. Ensure performance measures are established for IT used by or to be acquired for HAF. Use existing HAF venues to provide recommendations on business process reengineering, IT investments, IT goals and metrics, IT project costs, and IT policies and standards.

**Strategic Planning and Guidance.** Define strategic IT direction, identify issues, and develop guidance, methods, and approaches. Similar to MAJCOM CIOs, the HAF CIO will develop and maintain a HAF Information Resource Management (IRM) strategy consistent with AF-CIO direction. Turn policies and goals into an actionable HAF IRM Strategic Plan and Headquarters Operating Instructions (HOIs). Assist the AF-CIO in developing and implementing the Air Force Information Strategy (AFIS). Oversee and develop strategic guidance for Enterprise Information Management (EIM) capabilities. Interpret Air Force guidance for Freedom of Information and Privacy programs.

### Resources and Processes

**Capital Planning and Investment Control.** Advise HAF Resource Management Process (HAF RMP) on prioritization of IT/IRM programs. Use Information and Technology Management Board (ITMB) for HAF process and information management improvements and to ensure HAF IT investments improve HAF mission performance. In consultation with HAF senior leadership, implement a process to maximize the value and assess risks and results of IT capital investments. Capital planning will be based on sound business process reengineering, transformation, and business case analysis, integrated with the HAF budget, financial, and program management processes.

**Process Improvement.** Ensure the effective and efficient design and operation of HAF IRM processes include improving business processes. Advocate process improvements within and across functional areas that will yield improved efficiency and effectiveness. Develop active partnerships for conducting process assessments of HAF organizations and assist in transforming HAF operations.

**Information Technology Acquisition.** Advocate, advise, and assist the HAF functional two-letters in acquiring IT to meet Air Force Enterprise objectives and solutions. Life cycle management should focus on costs, benefits, and risks IAW AF-CIO policies and procedures.

**Freedom of Information and Privacy.** Facilitate the integration, alignment, and coordination of HAF Freedom of Information Act (FOIA) and Privacy Act program policies, objectives and processes through process improvement and application of technical solutions.

## **Technology and Systems**

**Information Assurance.** Monitor HAF information protection states and certifications for network and IT systems. Participate in risk-based evaluation to support operational upgrades and decisions. Advise, advocate, and facilitate an assured information environment.

**Standards and Architecture.** Facilitate their development and provide oversight to ensure compliance with Air Force and HAF IT standards and Air Force Enterprise Architectures. Oversee implementation of sound, integrated HAF IT architectures.

**Technology Assessment.** Advocate state-of-the-art technology to maintain a competitive edge while balancing technological risk, costs, and objectives when fielding new technologies. Determine the functionality, applicability, and value of a technological solution to meet HAF IRM requirements. Based on HAF user IT requirements, lead or assist in analyzing both commercial and government IT solutions. Requirements and solutions to be based on Title 10, Congressional, DoD, and AF-CIO guidance.